



**Clackmannanshire
Council**

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Greenfield, Alloa, Scotland, FK10 2AD (Tel.01259-450000)

Education, Sport and Leisure Committee

Thursday 20 June 2013 at 10.00 am

Venue: Council Chamber, Greenfield, Alloa, FK10 2AD

Contact Finance and Corporate Services, Clackmannanshire Council, Greenfield, Alloa, FK10 2AD
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Date	Time
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EDUCATION, SPORT AND LEISURE COMMITTEE

To determine policies for the promotion of education, sport and leisure in Clackmannanshire within the strategic policy framework approved by the Council in relation to the following:

- early years education
- primary education
- secondary education
- additional support needs
- adult education
- community learning
- sports development and provision
- leisure development and provision

With the exception of those matters reserved to Council or delegated to a Committee or an officer, advising the Council on education matters and discharging functions of the Council in relation to education matters

In consultation with the Housing, Health & Care Committee, the promotion of children's health and welfare (including the preparation, publication and review of a plan for the provision of services for children in Clackmannanshire);

To set standards for service delivery.

To secure best value in the provision of services.

To consider valid petitions submitted which relate to the areas covered by the Committee

To monitor performance in the delivery of services including consideration of:

- quarterly service performance reports
- inspection or other similar reports
- financial performance
- reports on the development and implementation of shared services

To keep under review the impact of the Committee's policies on Clackmannanshire

To hear representations on petitions which have been accepted by the Director of Finance and Corporate Services as valid in accordance with the council policy and criteria. The Committee shall report on every petition in respect of which it has heard representations to Council with its recommendations on how the petition should be disposed of, which may include a recommendation that no action be taken.

12 June 2013

A MEETING of the EDUCATION, SPORT AND LEISURE COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 20 JUNE 2013 at 10.00 am.

**Elaine McPherson
CHIEF EXECUTIVE**

B U S I N E S S

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minutes of Meeting held on 25 April 2013 (Copy herewith)	07
4. Education Service – Financial Performance 2013-14 - report by the Head of Education (Copy herewith)	13
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EDUCATION, SPORT AND LEISURE COMMITTEE – MEMBERS (COMMITTEE QUORUM 4)

Councillors

Wards

Councillor	Ellen Forson	(Convenor)	4	Clackmannanshire South	SNP
Councillor	Walter McAdam, MBE	(Vice Convenor)	2	Clackmannanshire North	SNP
Councillor	Gary Womersley	(Ex officio; non-voting)	3	Clackmannanshire Central	SNP
Councillor	George Matchett, QPM		1	Clackmannanshire West	LAB
Councillor	Les Sharp		1	Clackmannanshire West	SNP
Councillor	Jim Stalker		1	Clackmannanshire West	LAB
Councillor	Bobby McGill		2	Clackmannanshire North	LAB
Councillor	Alastair Campbell		5	Clackmannanshire East	CONS
Councillor	Irene Hamilton		5	Clackmannanshire East	SNP

Appointed Members (3)

Rev Sang Y Cha	Church of Scotland
Father Michael Freyne	Roman Catholic Church
Pastor David Fraser	Scottish Baptist Church



MINUTE OF MEETING of the EDUCATION, SPORT AND LEISURE COMMITTEE held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 25 APRIL 2013 at 10.00 am.

PRESENT

Councillor Ellen Forson, Convenor (In the Chair)
Councillor Gary Womersley (S)*
Councillor George Matchett
Councillor Les Sharp
Councillor Jim Stalker
Councillor Bobby McGill
Councillor Alastair Campbell
Councillor Irene Hamilton

Pastor David Fraser, Scottish Baptist Church (Appointed Member)
Father Michael Freyne, Roman Catholic Church (Appointed Member)
Rev Sang Y Cha, Church of Scotland (Appointed Member)

IN ATTENDANCE

Belinda Greer, Head of Education
Michael Boyle, Education Business Support Manager
Kevin Kellman, Assistant Head of Education
Janice McCrum, Solicitor, Legal Services (Clerk to the Committee)
Alan Milliken, Assistant Head of Education
Julie Hamilton, Development Services Manager
Marjorie MacFarlane, Sports Development Manager
Sharon Johnston, Service Manager
Steve Swindall, Sports Development Officer (Item 10)

ESL(13)31 APOLOGIES

Apologies for absence were received from Councillor Walter McAdam, MBE. *Councillor Gary Womersley attended as substitute for Councillor McAdam, MBE.

Councillor Womersley was present today as a substitute for Councillor Walter McAdam, MBE and was not present in his capacity as a non-voting ex-officio member. As a substitute member, Councillor Womersley was eligible to vote.

ESL(13)32 DECLARATIONS OF INTEREST

None.

ESL(13)33 MINUTES OF MEETING: THURSDAY 5 FEBRUARY 2013

The minutes of the meeting of the Education, Sport and Leisure Committee held on Thursday 5 February 2013 were submitted for approval.

Councillor Gary Womersley advised that he attended as a substitute for Councillor Walter McAdam, MBE and not in his capacity as ex-officio member.

Decision

Subject to the above amendment, the minutes of the meeting held on Thursday 5 February 2013 were agreed as a correct record and signed by the Convenor.

ESL(13)34 EDUCATION - FINANCIAL PERFORMANCE REPORT

A report which provided the Committee with information on the Education Service budget for 2012/13 based on actual spend to 28 February 2013 and projected spend to 31 March 2013 was submitted by the Head of Education.

Motion

That Committee notes, comments on and challenges the current financial position.

Moved by Councillor Ellen Forson. Seconded by Councillor Irene Hamilton.

During debate Councillor Jim Stalker declared an interest as a Supply Teacher with Stirling Council.

Decision

The Committee agreed unanimously to note the report while commenting on and challenging the current financial position.

ESL(13)35 PROPOSED CLACKMANNANSHIRE LOCAL DEVELOPMENT PLAN

A report which provided the Committee with an update of the Proposed Clackmannanshire Local Development Plan was submitted by the Head of Community and Regulatory Services. The report describes the process undertaken to date and steps required before the publication of the Proposed Local Development Plan and the process thereafter to allow representations from the public and other interested parties.

The main areas of relevance to the Education Sport and Leisure Committee were summarised in paragraphs 3.13 - 3.31 of the report.

Motion

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed unanimously to :

- (a) Note the progress made on the Proposed Local Development Plan and accompanying documents,

- (b) Raise such comments or views on the Proposed Local Development Plan and accompanying documents in so far as they relate to the remit of the Education, Sport and Leisure policy and proposals for consideration prior to finalisation for presentation to Council.

Action

Head of Community and Regulatory Services

ESL(13)36 SCOTTISH QUALIFICATIONS AUTHORITY - 2012 POST-APPEAL RESULTS

A report which provided the Committee with data for the 2012 post-appeal SQA examination results for Clackmannanshire schools and to highlight the changes from previously reported pre-appeal figures was submitted by the Head of Education.

Motion

That the Committee notes the post appeal performance of Clackmannanshire schools in the Scottish Qualifications Authority examinations, 2011/12, within the context of pre-appeal results.

Moved by Councillor Ellen Forson. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed unanimously to note the post appeal performance of Clackmannanshire schools in the Scottish Qualifications Authority examinations, 2011/12, within the context of pre-appeal results.

ESL(13)37 WORKING TOWARDS A STRATEGY TO RAISE ATTAINMENT IN CLACKMANNANSHIRE

A report which provided the Committee with an update on the progress made in developing a strategy to raise attainment in Clackmannanshire was submitted by the Head of Education.

Motion

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed unanimously to :

1. Note the progress made by the Education Service and the learning communities towards developing a strategy to raise attainment in Clackmannanshire Council.
2. Endorse the approach taken and the outline framework (Appendix 1).
3. Note that the strategy will be presented at a future Education Committee outlining actions and measures.

ESL(13)38 ORGANISATION OF LEARNING

A report which provided information for Committee about the Education Service's Policy on the Organisation of Learning was submitted by the Head of Education.

In addition to providing details of the Service policy, this document sets out national advice and the local context for the organisation of learning, and summarises the results of the recent, related consultation exercise involving all primary school head teachers.

Motion

That Committee endorse the policy document at Appendix One : 'Organisation of Learning with the Clackmannanshire and Stirling Education Service'.

Moved by Councillor Ellen Forson. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed unanimously to endorse the policy document at Appendix One: 'Organisation of Learning within the Clackmannanshire and Stirling Education Service'.

Councillor Matchett asked for a breakdown of all responses from Headteachers to ascertain the percentage of responses from Headteachers in Clackmannanshire.

Action

Head of Education

ESL(13)39 PRIMARY AUTISTIC SPECTRUM DISORDER (ASD) PROVISION

A report which provided the Committee with information on current educational provision for children and young people with Autistic Spectrum Disorder (ASD) in Clackmannanshire, and to seek endorsement to further enhance the current provision including the establishment of an ASD specialist provision within a primary school was submitted by the Head of Education.

Motion

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed unanimously to :

- (a) Note the information on current educational provision for children and young people with ASD in Clackmannanshire.
- (b) Endorse the enhancement and strengthening of the current provision, including the set up of an authority-wide specialist ASD provision within Alva Primary School.
- (c) Endorse the prioritisation of the required adaptations to Alva Primary School within the agreed Capital Budget.

ESL(13)40 THE PATHWAYS FOR SPORTS IN CLACKMANNANSHIRE

A report which provided the Committee with information about the sporting pathways from grassroots to participation at local club, regional and national level and how this is supported and enhanced by various partnerships was submitted by the Head of Education. The Committee heard a presentation by the Sports Development Manager and had the opportunity to ask questions of the officer.

Motion

That the Committee note and comment on the current provision for key sports, the integrated approach for Physical Education, Sport and Physical Activity and the benefit for pupils, school staff, communities and residents from being part of local and regional sports partnerships.

Moved by Councillor Ellen Forson. Seconded by Councillor Bobby McGill

Decision

The Committee agreed unanimously to note and comment on the current provision for key sports, the integrated approach for Physical Education, Sport and Physical Activity and the benefit for pupils, school staff, communities and residents from being part of local and regional sports partnerships.

ENDS 11.53 am

Report to Education Sport and Leisure Committee

Date of Meeting: 20 June 2013

Subject: Education Service – Financial Performance 2013 - 14

Report by: Head of Education

1.0 Purpose

- 1.1. The purpose of this report is to provide an update to the Education, Sport and Leisure Committee on progress made to implement the 2013/14 budget approved by Council on the 8th February 2013.

2.0 Recommendations

- 2.1. The Education, Sport and Leisure Committee is asked to note the report, comment on and challenge the progress detailed.

3.0 Background

- 3.1 At its meeting on the 1st June 2012, Council established new political decision making and scrutiny arrangements. The structure now comprises three service committees in addition to Council, a Resources and Audit Committee and the pre-existing statutory committees. It is expected that reports on financial and non-financial performance are routinely submitted to each of the service committees.
- 3.2 The Education Service budget monitoring reports are provided to the Education Sport and Leisure Committee. These reporting and monitoring arrangements are bedding in well and provides an opportunity for regular discussion and challenge of service performance.
- 3.3. The Education Service is in the process of implementing the Council's budget, which was approved in February 2013. This includes making arrangements for implementing specified priority initiatives and budget savings.
- 3.4 In order that these matters are appropriately progressed, it is important that early action is taken to secure the desired results. To provide assurance and transparency over these activities, the focus of this report is on detailing action and progress taken to date to secure the planned outcomes.

4.0 Priority initiatives

- 4.1 The priority revenue and capital initiatives approved in the Council's February Budget are summarised in Appendix A. The implementation of these initiatives is shared across the full range of Council services.
- 4.2 Progress of the initiatives which are being implemented by Education are summarised in Table 1:

Table 1: Revenue and Capital Priority initiatives 2013/14

Initiative	Lead Officer	Commentary on progress
Nursery Staffing	Assistant Head of Education	Revised allocation of nursery teachers agreed and the recruitment of additional nursery teacher posts is being undertaken

5.0 Progress in Delivering Planned Budget Savings in 2013/14

- 5.1 The 2013/14 budget incorporated savings of £950,000 for the Education Service through a combination of budget challenge savings, management actions and specific Council decisions. Table 2 below summarises the progress made to date in securing these savings.

Table 2: Planned Budget Savings 2013/14

Description of Saving	Saving 2013/14	Progress	Comment
	£	£	
Budget realigned to reflect actual income	13,000	13,000	Budget realigned
Realignment of budget for Learning Assistants to reflect previous year underspend	100,000	100,000	Budget realigned
Home to school transport withdrawing additional bus for children attending Alva Academy on placing requests	24,000	24,000	Parents notified – removal of service from August 2013
Ensure increased efficiency in SQA fees	10,000	10,000	Schools to review

Budget realignment of speech & language contract to reflect actual spend	13,000	13,000	Budget realigned
Review of element of speech & language contract in relation to CHAT service – review of contract	45,000	45,000	Contract for CHAT service terminated
Excellence for All Co-ordinators	79,630	79,630	Posts mainstreamed into school budget
Outdoor Education consultant – review of contract	8,400	8,400	Contract terminated-service is to be provided by education staff
Service redesign of Clackmannanshire School Support Service	30,000	30,000	Staff contracts revised to ensure they are term time
Supported Study Secondary	19,800	19,800	Redesign study support during school session
Supported Study Primary & ASN – budget realignment	27,410	27,410	Budget realigned
Transfer Ladywell Nursery to a nursery class at St Serf's	15,025	15,025	Report agreed at Council meeting on 16 th May
Visiting expressive arts team – budget realignment of underspend	23,000	23,000	Budget realigned
Parent Councils	4,500	4,500	Reduction in financial support following consultation with chairs of parent councils
Early Years workers supply budget – remove budget for superannuation which was not spent	6,000	6,000	Budget realigned
Removal of funding for Park Nursery administrator post	10,590	10,590	Funding removed and duties transferred to school
Removal of funding for Ladywell Nursery administrator post	6,270	6,270	Realignment of administration duties within school
Continuous Professional Development	10,000	10,000	Funding will be provided from central staff development budget
Centrally held budget	45,750	45,750	Reduction in centrally funded posts. 2 vacant posts removed
Remove budget for vacant PE Team Administrator post	10,760	10,760	Budget removed
Escorts relief budget – realignment of underspend	30,000	30,000	Budget realigned
Review of youth team activities to create efficiencies	20,000	20,000	Review undertaken and efficiencies identified
Reduce by 3 posts from current complement of 9 secondary school technicians	48,880	48,880	3 members of staff have accepted voluntary severance or are retiring
Transfer responsibility for paying Scholar/Young Scot subscriptions to secondary schools	13,000	13,000	Responsibility transferred to secondary schools
Review of income generation by sports team	20,000	20,000	Income generation will achieve increase

Review of Learning Assistants	67,125	67,125	Review undertaken and savings will be achieved
Increase fees at ABC/Kidzone	30,000	30,000	Revised fees notified to parents
Remove Groupcall in secondary schools	3,500	3,500	Central funding removed
Remove funding for part-time post in Educational Psychological Service	40,000	40,000	Funding removed
Change IT school technicians to term time within secondary schools	16,000	0	Not achievable through wider support role
Efficiencies in Early Years Service	30,000	30,000	Staff have left as part of Council's voluntary severance
Shared Services review of posts	50,000	50,000	Review undertaken
5% reduction in supplies and services budget	29,360	29,360	Supplies and services across all sectors have been reduced by 5%
Introduce teacher refresh scheme	50,000	50,000	Teacher refresh scheme introduced
	950,000	934,000	

6.0 Business Planning

- 6.1 The preparations for production of the Education Service's Business Plan are also well advanced. This year significant effort has been made to deliver a more integrated plan for the service including consideration of risk management and planned improvement activity as well as setting key objectives and performance indicators.
- 6.2 Links between the business plan and the Annual Governance Assurance process are also being taken into consideration during the preparation of the service business plan.
- 6.3 The Education Service's Business Plan is being presented to this meeting of the Education Sport and Leisure Committee.

7.0 Conclusions

- 7.1 This is the fourth financial performance report under the new committee reporting arrangements. The focus of this report aims to bring greater assurance and transparency over the progress made in implementing the Council's budget for 2013/14.
- 7.2 As with previous reports, this approach is designed to link with other reporting arrangements. The service committee financial reports will feed into the corporate financial reporting through the Resources and Audit Committee, and Council Budget Strategy updates.

8.0 Sustainability Implications

8.1 N/A.

9.0 Resource Implications

9.1 The financial implications are outlined within the report.

10.0 Exempt Reports

10.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

11.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) Our Priorities

The area has a positive image and attracts people and businesses
Our communities are more cohesive and inclusive
People are better skilled, trained and ready for learning and employment
Our communities are safer
Vulnerable people and families are supported
Substance misuse and its effects are reduced
Health is improving and health inequalities are reducing
The environment is protected and enhanced for all
The Council is effective, efficient and recognised for excellence

(2) Council Policies (Please detail)

None

12.0 Equalities Impact

12.1. Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

13.0 Legality

- 13.1. In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

14.0 Appendices

None

15.0 Background Papers

- 15.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ✓ (please list the documents below) No

Clackmannanshire Council General Services Revenue and Capital Budget
2013/14

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Michael Boyle	Education Business Manager	01259 452520

Approved by

NAME	DESIGNATION	SIGNATURE
Belinda Greer	Head of Education	Signed: B Greer
Elaine McPherson	Chief Executive	Signed: E McPherson

Report to Education, Sport and Leisure Committee

Date of Meeting: 20 June 2013

Subject: Education Service – Business Plan

Report by: Head of Education

1.0 Purpose

- 1.1. The purpose of this report is to present to the Education, Sport and Leisure Committee the draft Education Service Business Plan for 2013/14. The draft plan is appended to the report in Appendix 1.
- 1.2. This report outlines the key benefits that arise from the formulation and publication of a Joint Education Service Plan.
- 1.3. In addition, the report highlights the additions to the planning template, particularly within the context of a shared model of service delivery.

2.0 Recommendations

- 2.1. It is recommended that the Committee note the content of the draft Education Service Plan for 2013/14 and comment on and challenge the priorities, risks and actions contained within it.

3.0 Considerations

- 3.1. Since 2010, Education Services in Clackmannanshire and Stirling have been managed jointly. Since the inception of the shared Education Service, separate business plans for Clackmannanshire and Stirling have been devised and published. Whilst appropriate for the initial period of the joint service, it is now appropriate to move to one shared business plan. Consequently, the service has produced a more integrated business plan for both Clackmannanshire and Stirling whilst preserving the commitment to each council's priorities equally.
- 3.2. The integrated plan is structured using the Clackmannanshire Business Planning template. The plan sets out planned improvement activity for the Education Service as well as setting key objectives and performance indicators.

3.3. Integrated Plan: Key Benefits

3.3.1. *Efficient and effective service delivery*

The integrated plan makes explicit the Service's continued commitment to making best use of the combined capacity of each Council. Significant steps have already been realised in this regard, particularly in relation to drawing upon the depth and range of expertise among staff and the adopting of best practice from the two organisations.

3.3.2. *Transparency*

The production of an integrated plan reflects more accurately the increasingly joined approach to the delivery of Education Services and conveys this more explicitly to stakeholders.

3.4 Additions, amendments and improvements

3.4.1 *Statutory Performance Indicators (SPIs)*

The plan includes an overview of the specified Statutory Performance Indicators as agreed by the Society of Local Authority Chief Executives (SoLACE) (Page 6). Where appropriate these SPIs have been cross-referenced within the plan to the Key Performance Indicators (KPIs) of the Education Service.

Non-referenced SPIs will be gathered by other services of the council.

All will be used for the purposes of benchmarking performance across Scottish local authorities.

3.4.2 *Appendix 1: Organisational Chart*

The organisational chart summaries for the Education Service:

- Purpose
- Service leaders
- Key Inputs – Processes – Key outputs
- Key partners
- Factors influencing service priorities
- Key stakeholders
- Key customers/service users

3.4.3 *Appendix 2: Improvement Plan for Establishments*

It is crucial that all staff within the Education Service have ownership of the plan and of the priorities therein. Appendix 2 provides a more detailed breakdown for establishments of the strategic priorities set out within the plan. In addition, establishments are guided to the activities that could be undertaken to demonstrate their contribution to the overarching priorities of the Service, and ultimately, of the Councils.

10.0 Appendices

10.1 Appendix A - Draft Education Service Plan 2013-2014

11.0 Background Papers

11.1 None

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alan Milliken	Assistant Head of Education	01786 233201/33201
Lisa McCabe	Quality Improvement Officer	

Approved by

NAME	DESIGNATION	SIGNATURE
Belinda Greer	Head of Education	Signed: B Greer
Elaine McPherson	Chief Executive	Signed: E McPherson



Clackmannanshire
Council

Clackmannanshire and Stirling Education Service

BUSINESS PLAN

1 SERVICE OVERVIEW

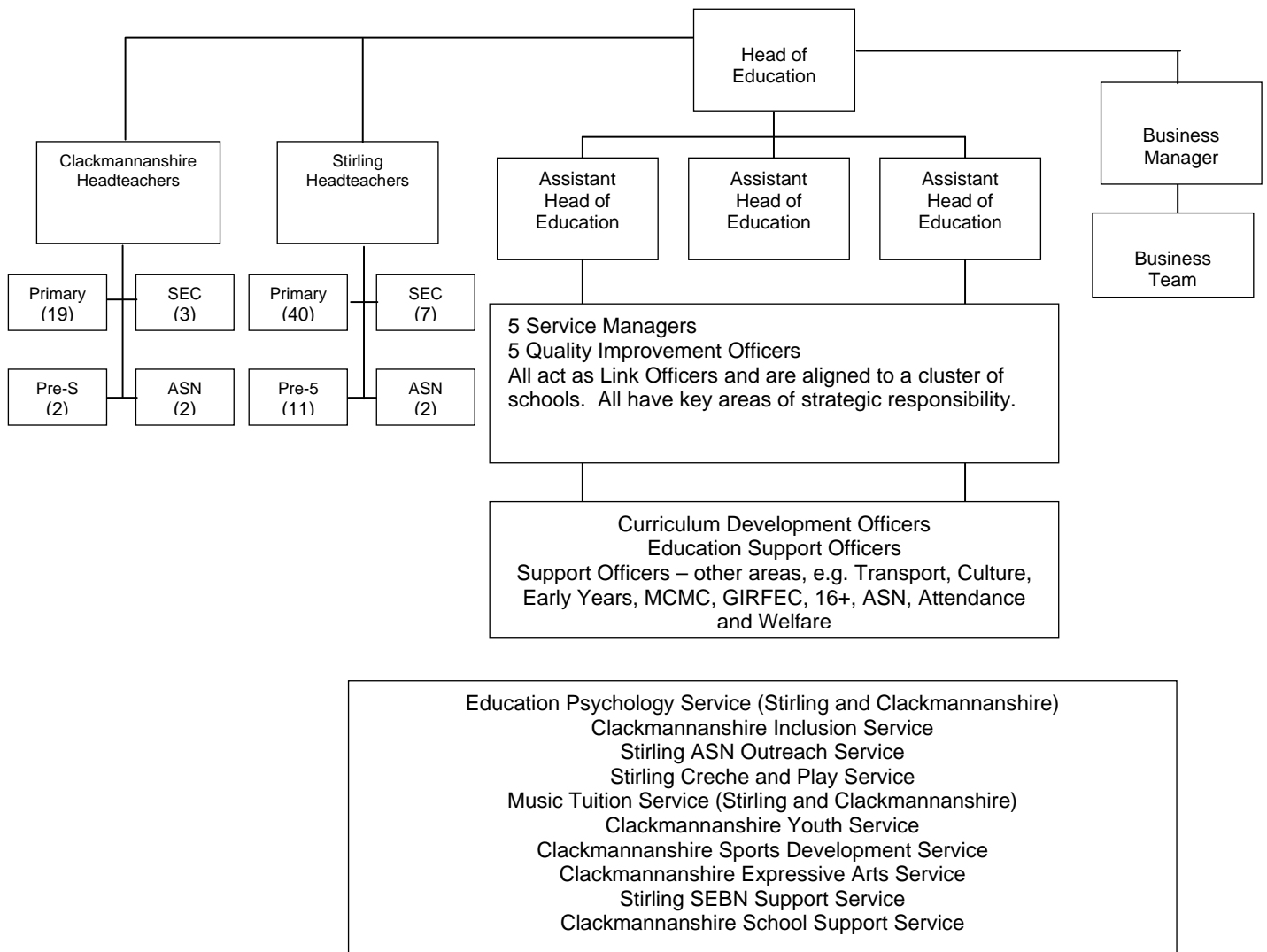
1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

Since 2010, Stirling and Clackmannanshire Councils have managed their Education Services jointly.

Since then both councils have been working increasingly in partnership towards the shared aim of improving services to citizens and communities, whilst retaining the independence of each Council.

In Education, the vision is of high achievement, attainment, ambition and inclusion, securing excellence for all and striving to be world class. By sharing effective practice, strengthening the use of self-evaluation and through robust quality assurance, the service will deploy resources effectively to deliver better outcomes for all children and young people in Stirling and Clackmannanshire.

1.2 EDUCATION SERVICE STRUCTURE



1.3 BUDGET 2013/14

Clackmannanshire

REVENUE BUDGET	£'000
Service Management	628
Early Years	2, 671
Primary Education	11, 807
Secondary Education	12, 349
ASN Education	5, 074
Psychological Services	281
School Crossing Patrols	91
Sport Development	316
Youth Services	465
Total Budget	33, 682

Stirling

REVENUE BUDGET	£'000
Service Management	1, 028
Early Years	6, 224
Primary Education	28, 663
Secondary Education	40, 930
ASN Education	8, 641
Psychological Services	517
Adult Learning	602
Youth Services	1, 592
Sport	2, 013
Total Budget	90, 430

CAPITAL BUDGET	£'000
Project	
3-12 School Development (Primary & Nursery) & School Fund	971
St John's / Claremont	3, 449
Total Capital Budget	4, 420

CAPITAL BUDGET	£'000
Project	
Riverside PS	1, 400
Education Inclusion Adaptations & Equipment	128
School Learning Estate	300
St Margaret's Primary School	200
Total Capital Budget	2, 028

2 ORGANISATIONAL CHART

The Education Service organisation chart is located in Appendix 1 of this document.

3 KEY ISSUES FOR THE SERVICE

The work of the Education Service is key to the Councils' effectiveness, efficiency and excellence.

The Education Service works within the context of the Councils' corporate priorities, the Integrated Children's Services Plans and Single Outcome Agreements (SOA). The latter sets out the high level aspiration for all services provided by the councils. Recently ratified SOAs of each council highlight a commitment to deliver improved outcomes for children and young people:

- Early Identification Intervention and Prevention
- Supporting vulnerable people
- Promoting employability
- Tackling Health Inequalities

The vision for each council respectively is determined by the SOA and captures the commitment to improving the quality of living for all.

The Education Service is committed to ensuring that its work contributes effectively towards the realisation of the respective vision of each council. The Education Service has aligned its own vision to that of both councils:

The vision of the Education Service is one of high achievement, attainment, ambition and inclusion, promoting excellence for all our children and young people across Stirling and Clackmannanshire. We believe that this vision can and will be realised through our commitment to the principles that underpin the National Priorities in Education, Curriculum for Excellence, Getting It Right For Every Child and the Early Years Framework.

Underlined by a strong vision, both Stirling and Clackmannanshire have set out clearly for residents a number of priorities for the delivery of services.

Clackmannanshire	Stirling
The full Taking Clackmannanshire Forward framework can be found via the link http://www.clacksweb.org.uk/document/meeting/1/463/3836.pdf	The full Serving Stirling framework can be found via the link http://www.stirling.gov.uk/_documents/temporary-uploads/chief-executives-office/serving-stirling-priorities-for-stirling-council.pdf

The Education Service has aligned its own priorities to those of both councils. An overview of these priorities is set out for the Service and for its establishments in *Appendix 2* of this document.

4.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The needs and aspirations of children, young people and their families are key drivers for the Education Service. Their views and opinions are critical in influencing service design and delivery. We engage with stakeholders in a number of ways:

- Learners' voice and engagement
- Surveys and questionnaires
- Focus groups
- Parent Councils and Parent Forums

4.2 SUPPORTING AND DEVELOPING STAFF

The Education Service has a strong commitment to Continuous Professional Development (CPD).

All staff have the opportunity to engage in the process of Professional Development and Review. The needs and aspirations of staff are then taken forward through professional networking within and across establishments and through local and national development opportunities.

4.3 MANAGING SERVICE PERFORMANCE

The Education Service is required to publish an annual Standards and Quality Report and Improvement Plan detailing the improvement objectives and planned activity.

The Education Service has introduced a quarterly reporting schedule to account for ongoing progress towards set objectives supported by the use of Covalent.

Establishments undertake a similar cycle of activity to support continuous improvement.

5 DELIVERY PLAN

STATUTORY PERFORMANCE INDICATORS FOR CHILDREN AS DETERMINED BY SoLACE		
CODE	SPI	Reported Through
CHN1	Cost per primary pupil	Local Financial Return
CHN2	Cost per Secondary Pupil	Local Financial Return
CHN3	Cost per Pre-School Education Registration	Local Financial Return
CHN4	Attainment of Children at Standard Grade by all children (Pupils Gaining 5+ Awards at level 5 for Standard Grade (Pre-Appeal))	Education Service
CHN5	Attainment of Children AT Higher Grade (Pupils Gaining 5+ Awards at level 6 for Higher Grade by S6 (Pre-Appeal))	Education Service
CHN6	% of Pupils Gaining 5+ Awards at Level 5 for Standard Grade at level 5 by SIMD (Pre-Appeal)	Education Service
CHN7	% of Pupils Gaining 5+ Awards at Level 6 at Higher Grade by SIMD (Pre-Appeal)	Education Service
CHN8a	The Gross cost of 'Children Looked After' in Residential Based Services per Child per Week	Local Financial Return
CHN8b	The Gross cost of 'Children Looked After' in a Community Setting per Child per Week	Local Financial Return
CHN9	Balance of Care for looked after children: % of children looked after in the community	Social Services
CHN10	% of Adults Satisfied with local schools	Scottish Household Survey
CHN11	Proportion of Pupils Entering Positive Destinations	Education Service

SERVICE STRATEGIC OBJECTIVE 1: Our children and young people, particularly those at risk of disadvantage or failure, have improved life chances through the highest levels of attainment, achievement and attendance/ access to services.

SERVICE ACTIONS			
ACTION	IMPACT	BY WHEN	LEAD
Improve overall levels of attainment, achievement and attendance among particularly vulnerable groups of learners.	Our children and young people will be successful learners and achieve well.	June 2014	Alan Milliken Kevin Kelman
Reduce number of exclusions of children and young people who are looked after.	Children and young people at risk are better engaged in learning.	June 2014	Alan Milliken Kevin Kelman
Improve number of young people entering and sustaining positive destinations.	Young people have secured and sustained positive post school opportunities for employment, education and training.	Nov 2014	Kevin Kelman

SERVICE KEY PERFORMANCE INDICATORS (KPI)							
KPI		2011/12	2012/13	2013/14	2014/15	LEAD OFFICER	REPORTING OFFICER
Percentage of half days attended by pupils in primary schools.	Clackmannanshire	95%	96%	97%	97%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	96%	96%	96%	97%		
Percentage of half days attended by pupils in secondary schools.	Clackmannanshire	92%	93%	94%	94%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	92%	92%	92%	93%		
Cases of exclusion rate per 1000 pupils (primary)	Clackmannanshire	11	10	8	7	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	6	5	4	4		
Cases of exclusion rate per 1000 pupils (secondary)	Clackmannanshire	68	65	61	58	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	39	35	32	29		

SERVICE KEY PERFORMANCE INDICATORS (KPI)							
KPI		2011/12	2012/13	2013/14	2014/15	LEAD OFFICER	REPORTING OFFICER
%age of pupils achieving SCQF Level 3 in Maths and English by end of S4 (pre-appeal)	Clackmannanshire	93%	94%	95%	95%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	95%	96%	97%	97%		
% of pupils achieving 5+ awards at SCQF Level 3 by end of S4 (pre-appeal)	Clackmannanshire	96%	96%	97%	97%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	94%	95%	96%	96%		
% of pupils achieving 5+ awards at SCQF Level 4 by end of S4 (pre-appeal)	Clackmannanshire	78%	79%	79%	80%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	81%	82%	83%	83%		
% of pupils achieving 5+ awards at SCQF Level 5 by end of S4 (pre-appeal)	Clackmannanshire	30%	31%	32%	33%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	45%	46%	47%	47%		
% of pupils achieving 5+ awards at SCQF Level 5 by end of S5 (pre-appeal)	Clackmannanshire	48%	50%	50%	51%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	57%	58%	59%	59%		
% of pupils achieving 1+ awards at SCQF Level 6 by end of S5 (pre-appeal)	Clackmannanshire	43%	44%	45%	45%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	56%	57%	58%	58%		

SERVICE KEY PERFORMANCE INDICATORS (KPI)							
KPI		2011/12	2012/13	2013/14	2014/15	LEAD OFFICER	REPORTING OFFICER
% of pupils achieving 3+ awards at SCQF Level 6 by end of S5 (pre-appeal)	Clackmannanshire	23%	24%	25%	25%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	37%	38%	39%	39%		
Percentage of pupils achieving 5+ awards at SCQF Level 6 by end of S5 (pre-appeal)	Clackmannanshire	9%	10%	11%	11%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	21%	22%	23%	23%		
Percentage of pupils achieving 1+ awards at SCQF Level 6 or above by end of S6 (pre-appeal)	Clackmannanshire	48%	49%	49%	50%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	63%	64%	64%	64%		
Percentage of pupils achieving 3+ awards at SCQF Level 6 or above by end of S6 (pre-appeal)	Clackmannanshire	31%	32%	33%	34%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	44%	45%	46%	47%		
Percentage of pupils achieving 5+ awards at SCQF Level 6 or above by end of S6 (pre-appeal)	Clackmannanshire	20%	21%	22%	23%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	33%	33%	34%	34%		
Percentage of pupils achieving 1+ awards at SCQF Level 7 or above by end of S6 (pre-appeal)	Clackmannanshire	15%	16%	17%	17%	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	19%	20%	21%	22%		
Average tariff score of lowest performing 20% of S4 pupils in mainstream schools (pre-appeal)	Clackmannanshire	69	71	75	79	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	73	85	90	95		

SERVICE KEY PERFORMANCE INDICATORS (KPI)							
KPI		2011/12	2012/13	2013/14	2014/15	LEAD OFFICER	REPORTING OFFICER
Average tariff score of highest performing 80% of S4 pupils in mainstream schools (pre-appeal)	Clackmannanshire	214	217	220	225	Kevin Kelman Alan Milliken	Lynn Cavanagh
	Stirling	231	235	237	239		
Percentage of school leavers who initially go on to positive destinations.	Clackmannanshire	85%	86%	87%	88%	Kevin Kelman	Lynn Cavanagh
	Stirling	88%	89%	90%	90%		
Percentage of school leavers who are in a follow-up positive destination. (x-ref SPI CHN11)	Clackmannanshire	80%	81%	84%	86%	Kevin Kelman	Lynn Cavanagh
	Stirling	86%	87%	88%	88%		

SERVICE STRATEGIC OBJECTIVE 2: Our children and young people are successful learners, confident individuals, effective contributors and responsible citizens making a positive contribution to their communities.

SERVICE ACTIONS			
ACTION	IMPACT	BY WHEN	LEAD
Develop the use of sport for personal and community wellbeing including Community Sports Hubs in Clackmannanshire.	All young people are fully engaged in learning and benefit from purposeful, relevant learner journeys that meet their needs.	June 2014	Alan Milliken
Prioritise the sustainability of post school destinations for our young people by further building effective partnerships with local employers, Forth Valley College, Stirling University and Skills Development Scotland (SDS).	Young people are well supported beyond and sustain positive destinations.	June 2014	Kevin Kelman
Improve co-ordination of work experience placements for our young people.	Children and young have a strong profile of employability.	June 2014	Kevin Kelman
Develop the capacity of staff to plan for and assess children and young people's emerging skills for learning, life and work.	Children and young people have a strong profile of skills and attributes for learning, life and work.	June 2014	Alan Milliken
Create opportunities for life long learning.	Children and young people make positive choices and are ambitious.	June 2014	Alan Milliken

SERVICE KEY PERFORMANCE INDICATORS (KPI)							
KPI		2011/12	2012/13	2013/14	2014/15	LEAD OFFICER	REPORTING OFFICER
Percentage of nursery settings achieving positive (good or better) HMIE/ Care Inspectorate inspection reports.	Clackmannanshire	100%	100%	100%	100%	Kevin Kelman Alan Milliken	Marie Louise O'Neill
	Stirling	100%	100%	100%	100%		
Percentage of primary schools achieving positive (good or better) inspection reports.	Clackmannanshire	100%	100%	100%	100%	Kevin Kelman Alan Milliken	Marie Louise O'Neill
	Stirling	100%	100%	100%	100%		
Percentage of secondary schools achieving positive (satisfactory or better) inspection reports.	Clackmannanshire	100%	100%	100%	100%	Kevin Kelman Alan Milliken	Marie Louise O'Neill
	Stirling	NA	100%	100%	100%		
Percentage of pupils accessing paid instrumental music tuition where entitled to a concession	Clackmannanshire	5%	3.7%	4%	5%	Michael Boyle	Michael Boyle
	Stirling	6%	4.6%	6%	7%		
Percentage of schools and nurseries accredited as Health Promoting	Clackmannanshire	30%	35%	40%	45%	Kevin Kelman	Fiona MacDonald
	Stirling	0%	5%	20%	35%		

SERVICE KEY PERFORMANCE INDICATORS (KPI)							
KPI		2011/12	2012/13	2013/14	2014/15	LEAD OFFICER	REPORTING OFFICER
Percentage of primary schools delivering 2 hours of quality curriculum PE (P1 to P7)	Clackmannanshire	95%	100%	100%	100%	Alan Milliken	Fiona MacDonald
	Stirling	68%	100%	100%	100%		
Percentage of secondary schools delivering 2 50 minute periods quality curriculum PE (S1 to S4)	Clackmannanshire	100%	100%	100%	100%	Alan Milliken	Fiona MacDonald
	Stirling	86%	100%	100%	100%		
Percent of primary school roll taking part in extra curricular activities	Clackmannanshire	59%	61%	63%	65%	Alan Milliken	Marjorie MacFarlane
	Stirling	31%	36%	41%	46%		Emma Biggart
Percent of secondary school roll taking part in extra curricular activities	Clackmannanshire	25%	28%	31%	34%	Alan Milliken	Marjorie MacFarlane
	Stirling	14%	19%	24%	29%		Emma Biggart
Percentage of teaching staff receiving Professional Performance Review and Development.	Clackmannanshire	80%	90%	100%	100%	Alan Milliken	Kim MacGillivray
	Stirling	75%	80%	100%	100%		

SERVICE KEY PERFORMANCE INDICATORS (KPI)							
KPI		2011/12	2012/13	2013/14	2014/15	LEAD OFFICER	REPORTING OFFICER
Percentage of days lost due to sickness absence (teaching)	Clackmannanshire	n/a	3.2%			Michael Boyle	HR
	Stirling	n/a	2.9%				
Percentage of days lost due to sickness absence (education)	Clackmannanshire	n/a	3.0%			Michael Boyle	HR
	Stirling	n/a	3.3%				
Percentage of the total number of reported incidents that are physical assaults against staff	Clackmannanshire	53%				Michael Boyle	Michael Boyle
	Stirling	40%	33%	30%	26%		
Percentage number of young people undertaking a work experience placement as part of their senior phase	Clackmannanshire	68%	64%	68%	75%	Kevin Kelman	Ann Floyd
	Stirling	24%	30%	40%	50%		
Percentage of young people involved with Youth Services who achieve an accredited award.	Clackmannanshire	10%	12%	14%	16%	Mary Fox	Mary Fox
	Stirling	N/A	50%	60%	65%	Bill Miller	Bill Miller

SERVICE STRATEGIC OBJECTIVE 3: Our children and young people get the best start in life through early intervention and through the implementation of Getting it Right for Every Child (GIRFEC) principles and practice.

SERVICE ACTIONS			
ACTION	IMPACT	BY WHEN	LEAD
Develop provision for children and young people with Autistic Spectrum Disorders (ASD).	Children and young people with ASD are fully engaged in learning and achieve well.	August 2014	Kevin Kelman
Enable positive parenting of children and young people.	Children and young people grow up within a nurturing family relationship.	August 2014	Kevin Kelman
Protect vulnerable children and young people from risk and harm through implementation of inspection recommendations.	Children and young people who are at risk of harm are protected and nurtured.	August 2014	Kevin Kelman
Ensure improved access to early learning through the provision of 600 hours of high quality, accessible and affordable early learning and care for all 3 & 4 year olds and Looked After 2 year olds.	All 3 & 4 year and Looked After 2 year olds children receive high quality early learning and care experiences which contribute to improved outcomes for children.	August 2014	Kevin Kelman
Embed the partnership work of the Early Years Collaborative being undertaken across the Community Planning Partnerships within the Service.	More children reach expected developmental milestones by the time they start school.	August 2017	Kevin Kelman
Improve the resilience, empathy and social competences of children and young people who are vulnerable and at risk.	Children and young people make positive, lasting and healthy relationships within and beyond school.	August 2014	Kevin Kelman

SERVICE KEY PERFORMANCE INDICATORS (KPI)							
KPI		2011/12	2012/13	2013/14	2014/15	LEAD OFFICER	REPORTING OFFICER
Percentage of primary schools with a breakfast club	Clackmannanshire	45%	100%	100%	100%	Kevin Kelman	Michael Boyle
	Stirling	25%	30%	33%	40%		
Percentage of pupils participating in a FRIENDS programme showing a reduction in self-reported anxiety and low mood and an increase in self-esteem	Clackmannanshire	N/A	N/A	80%	85%	Kevin Kelman	Susie Turner
	Stirling	N/A	N/A	80%	85%		
Percentage of pupils participating in a Seasons for Growth programme evaluating the programme as being helpful in coping with grief and loss	Clackmannanshire	N/A	N/A	80%	85%	Kevin Kelman	Susie Turner
	Stirling	N/A	N/A	80%	85%		
Number of hours of early learning and care available to three and four year olds	Clackmannanshire	375	375	375	600	Kevin Kelman	Lesley Gibb
	Stirling	375	375	375	600		
Number of hours of early learning and care available to looked after two year olds	Clackmannanshire	N/A	N/A	N/A	600	Kevin Kelman	Lesley Gibb Sharon Evendon
	Stirling	N/A	N/A	N/A	600		
Number of schools and nurseries using Integrated Assessment Framework	Clackmannanshire	N/A	N/A	100%	100%	Kevin Kelman	Sharon Johnston
	Stirling	N/A	N/A	100%	100%		

SERVICE RISK LOG

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
To be added 21/5/13	Levels of attainment and attendance do not improve.	Children and young people do not reach or sustain positive destinations and outcomes are negative.	Part of Education Service Plan and routinely measured through COVALENT. Core focus within establishments' improvement plans.	Kevin Kelman	Treat	3	2	6
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
To be added 21/5/13		<ul style="list-style-type: none"> ⤴ All establishments and services will prioritise attendance, achievement and attendance. Full implementation of GIRFEC approaches need to be evident in all establishments so that children and young people who are, or have the potential, to miss out are identified early and supported. ⤴ Education Link Officers engage routinely with Head Teachers on these issues to ensure that due attention is paid to these areas of performance. ⤴ Staff deployed within establishments to identify and support children and young people who are at risk of missing out. ⤴ All establishments are operating within GIRFEC principles. 	3	1	3			
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
To be added 21/5/13	Higher number of children are excluded from school.	Children and young people become disaffected by school and do not achieve positive outcomes.	Part of Education Service Plan and routinely measured through COVALENT. Range of SEBN support services to provide early intervention support to children and young people to sustain mainstream education.	Kevin Kelman	Treat	2	2	6
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
To be added 21/5/13		<ul style="list-style-type: none"> ⤴ Through increasingly well-embedded GIRFEC approaches children and young people are identified early and supported in school and by SEBN services. ⤴ Education Link Officers follow-up with Head Teachers on instances of exclusion. ⤴ Staff deployed within establishments to identify and support children and young people who are at risk of missing out. ⤴ All establishments are operating within GIRFEC principles. 	1	1	1			

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
To be added 21/5/13	Children and young people do not develop skills for learning, life and work.	Children and young people do not reach or sustain positive destinations and outcomes are negative.	Part of Education Service Plan and routinely measured through COVALENT. Focus within establishments' improvement plans. Education activity beyond school is a key aspect of the Service.	Alan Milliken	Treat	3	2	6
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
To be added 21/5/13		<ul style="list-style-type: none"> ⤴ All establishments have implemented <i>Curriculum for Excellence</i>. ⤴ Establishments have implemented P7 and S3 profile for all children and young people. ⤴ Increasing numbers of young people have work experience placement as part of their senior phase. ⤴ Improved post school positive destinations. ⤴ Improvement in Learning Community approaches for sharing best practice. 	3	1	3			
Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
To be added 21/5/13	Early and effective intervention services are not targeted appropriately.	Children and young people do not reach their developmental milestones and outcomes are adversely affected.	Part of Education Service Plan and routinely measured through COVALENT. Core focus within establishments' improvement plans.	Kevin Kelman	Treat	3	3	9
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
To be added 21/5/13		<ul style="list-style-type: none"> ⤴ Staff deployed within establishments to identify and support children and young people who are at risk of missing out. ⤴ All establishments are operating within GIRFEC principles. ⤴ Local EY Collaborative in place and is a key focus of the work of officers and schools. 	2	2	4			

Covalent Code	Risk Description	Potential Effect	Internal Controls	Managed By	Approach	Current Impact	Current Likelihood	Current Rating
To be added 21/5/13	The Service does not deliver on the statutory entitlement for all 3 & 4 year olds to receive 600 hours of early learning and care.	Children do not reach their developmental milestones and outcomes are adversely affected.	Range of options for delivery have been costed. Private sector providers have a capacity to deliver increase.	Kevin Kelman	Treat	2	2	4
	Related Mitigating Actions and Internal Controls	Covalent Code	ACTION			Target Impact	Target Likelihood	Target Rating
To be added 21/5/13		<ul style="list-style-type: none"> ⤴ Continue to communicate with providers about delivery options. ⤴ Embark on a consultation with parents to assess need. ⤴ Re-assess full options when funding options are announced. ⤴ Devise a communication strategy for parents and carers. 	1	1	1			

SERVICE ACTION PLAN

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
To be added 21/5/13	Identify and share best practice in improving overall levels of attainment, achievement and attendance among particularly vulnerable groups of learners.	01-Jun-2014	25%	✓	
To be added 21/5/13	Promote nurturing approaches within establishments.	01-Jun-2014	20%	✓	
To be added 21/5/13	Continue to improve the school estate so that children and young people are able to attain, achieve and flourish.	01-Jun-2014	30%	✓	
To be added 21/5/13	Make the most of culture and sport for personal and community wellbeing including Community Sports Hubs in Clackmannanshire.	01-Jun-2014	25%	✓	
To be added 21/5/13	Prioritise the sustainability of post school destinations for our young people by further building effective partnerships with local employers, Forth Valley College, Stirling University and Skills Development Scotland (SDS).	01-Jun-2014	25%	✓	
To be added 21/5/13	Create opportunities for life long learning.	01-Jun-2014	25%	✓	
To be added 21/5/13	Improve co-ordination of work experience placements for our young people.	01-Jun-2014	25%	✓	
To be added 21/5/13	Develop the capacity of staff to plan and assess children and young people's emerging skills for learning, life and work.	01-Jun-2014	30%	✓	
To be added 21/5/13	Increase provision for children and young people with Autistic Spectrum Disorders (ASD).	01-Jun-2014	60%	✓	
To be added 21/5/13	Enable positive parenting of children and young people.	01-Jun-2014	30%	✓	
To be added 21/5/13	Protect vulnerable children and young people from risk and harm through implementation of inspection recommendations.	01-Jun-2014	25%	✓	
To be added 21/5/13	Ensure the provision of 600 hours of high quality, accessible and affordable early learning and childcare for all 3 & 4 year olds.	01-Jun-2014	25%	✓	
To be added 21/5/13	Ensure that staff working in nurseries are highly skilled and suitably qualified.	01/06/14	50%	✓	
To be added 21/5/13	Improve the resilience, empathy and social competences of children and young people who are vulnerable and at risk.	01-Jun-2014	30%	✓	

Education Services

What is the purpose of the service?

Through the provision of high quality education, children and young people in Stirling and Clackmannanshire have a positive life experiences and fulfil their potential at school and beyond school.

Who are the leaders?

Head of Education - Belinda Greer
 Assistant Heads of Education - Alan Milliken, Kevin Kelman, Fiona Pate
 Education Officers (10)
 Head Teachers (10 S, 57 P, 13 n)

What are the key inputs?

- 1 Leadership.
- 2 Continuing professional development opportunities.
- 3 Learning Communities.
- 4
- 5
- 6
- 7
- 8

What are the service key processes?

- 1 Delivery of the curriculum.
- 2 Teaching for effective learning.
- 3 Meeting learners' needs.
- 4 Assessment for learning.
- 5 Expectations and promoting achievement.
- 6 Equality, Diversity and fairness.
- 7 Partnerships with parents.
- 8 Care, welfare and development.
- 9 Improvement through self-evaluation.
- 10 Policy, planning and development.
- 11 Management and support staff.
- 12 Partnerships and resources.

What are the key outputs?

- 1 Improvements in attainment and achievement.
- 2 Fulfilment of Statutory Duties.
- 3 Positive impact on learners' experiences.
- 4 Parents, Carers and families are fully engaged and involved.
Staff are engaged and valued and make a positive contribution to the lives of children and young people.
- 5 Schools' successes in being a hub of the community.
- 6
- 7

Who are the key partners?

- 1 Parents, carers and families.
- 2 Local business and employers.
- 3 Community facilities and groups.
- 4 Education Scotland HMIE.
- 5 Allied Health Professionals.
- 6 Social Services.
- 7 Forth Valley College, Stirling University.
- 8 Skills Development Scotland.

What are the key factors influencing the priorities of the service?

- 1 Curriculum for Excellence.
- 2 Getting it Right for Every Child.
- 3 Education Legislation.
- 4 The Equality Act 2010
- 5 The Equalities Act 2010 (Specific Duties) (Scotland) Regulations 2012
- 6 National strategies and drivers.
- 7 Local priorities and drivers for improvement.
- 8

Who are the key stakeholders?

- 1 Children and young people.
- 2 Parents, carers and families.
- 3 All staff in Education and Educational Establishments.
- 4 The wider community of the schools.
- 5 Internal Business Support functions, Finance Services, HR etc.
- 6
- 7
- 8

Who are the key customers/service users?

- 1 All nursery children and staff.
- 2 All primary and secondary school pupils and staff.
- 3 Parents, families and carers.
- 4
- 5
- 6
- 7
- 8

Clackmannanshire Objectives	Stirling Objectives	Education Service Objectives (2013-2016)
<p>Health is improving in Clackmannanshire through:</p> <ul style="list-style-type: none"> Rolling out the introduction of breakfast clubs, to support working parents and ensuring children have the best start to the school day in a healthy, conducive environment. 	<p>For children and young people in Stirling:</p> <ul style="list-style-type: none"> Improve the outcomes for the lowest performing 20 per cent of children in nurseries and schools. Tackle health inequalities by promoting opportunities and supporting accessing to physical activity and sport for all. 	<p>Our children and young people, particularly those at risk of disadvantage or failure, have improved life chances through the highest levels of attainment, achievement and attendance.</p>
<p>In 2013/14 the Education Service will:</p> <ul style="list-style-type: none"> Identify and share best practice in improving overall levels of attainment, achievement and attendance among particularly vulnerable groups of learners. Promote nurturing approaches within establishments. Continue to improve the school estate so that children and young people are able to attain, achieve and flourish. <p>Establishments may:</p> <ul style="list-style-type: none"> Track more routinely the achievements of children and young people and use this information to make appropriate provision for those at risk of missing out. Become, or sustain being, a Health Promoting School. Adopt whole-school nurturing approaches. Work with all staff with a locus in the care and support of children and young people and ensure that they have the training, skills and confidence to carry out their role. 		
Clackmannanshire Objectives	Stirling Objectives	Education Service Objectives (2013-2016)
<p>People in Clackmannanshire are better skilled, trained and ready for learning and employment through:</p> <ul style="list-style-type: none"> Embedding a policy of Early Intervention and Raising Attainment in Clackmannanshire's schools Funding a programme of parental engagement and support in order to assist with raising attainment levels of secondary school pupils. Introducing additional educational attainment staff in each of our three secondary schools, to give extra support, mentoring and coaching to pupils. Supporting the Scottish Government's promise of a job, training or education place for every 16 to 19 year old within Clackmannanshire. 	<p>Provide learning for life, work and wellbeing for children and young people of Stirling by:</p> <ul style="list-style-type: none"> Providing additional nursery and out of school places throughout the Stirling area to support working families making sure that all our young people get more out of school ensuring school buildings meet higher expectations 	<p>Our children and young people are successful learners, confident individuals, effective contributors and responsible citizens making a positive contribution to their communities.</p>
<p>In 2013/14 the Education Service will:</p> <ul style="list-style-type: none"> Make the most of culture and sport for personal and community wellbeing including Community Sports Hubs in Clackmannanshire. Prioritise the sustainability of post school destinations for our young people by further building effective partnerships with local employers, Forth Valley College, Stirling University and Skills Development Scotland (SDS). Improve co-ordination of work experience placements for our young people. Develop the capacity of staff to plan and assess children and young people's emerging skills for learning, life and work. Create opportunities for life long learning. <p>Establishments may:</p> <ul style="list-style-type: none"> Increase the range and type of opportunities for children and young people to participate in extra-curricular activities. Engage with a broader range of community partners for the delivery of <i>Curriculum for Excellence</i>, particularly from within the business community. Utilise the fullest extent to resources within learning communities to enrich the learning experiences of all children and young people therein. Continue to support staff to engage in the moderation of assessment to ensure that children and young people. Provide opportunities for children and young people to have a voice in shaping their school and community. 		

Clackmannanshire Objectives	Stirling Objectives	Education Service Objectives (2013-2016)
<p>Vulnerable people and families in Clackmannanshire are supported through:</p> <ul style="list-style-type: none"> ensuring the best attainable start life by early intervention of the <i>Getting It Right For Every Child</i> principles and practice. Providing additional funding to improve nursery provision within Clackmannanshire. Implementing an employability initiative for care leavers, in which Looked After Children leaving school are offered employment/training for one year at Clackmannanshire Council 	<p>Support and caring for Stirling's vulnerable children, young people and families by:</p> <ul style="list-style-type: none"> Being a good corporate parent Increasing our focus on early intervention to help families in need 	<p>Our children and young people get the best start in life through early intervention and through the implementation of Getting It Right for Every Child (GIRFEC) principles and practice.</p>
<p>In 2013/14 the Education Service will:</p> <ul style="list-style-type: none"> Increase provision for children and young people with Autistic Spectrum Disorders (ASD). Enable positive parenting of children and young people. Protect vulnerable children and young people from risk and harm through implementation of inspection recommendations. Ensure the provision of 600 hours of high quality, accessible and affordable early learning and childcare for all 3 & 4 year olds. Ensure that staff working in nurseries are highly skilled and suitably qualified. Improve the resilience, empathy and social competences of children and young people who are vulnerable and at risk. <p>Establishments may:</p> <ul style="list-style-type: none"> Improve the ways in which children and young people are nurtured. Engage pro-actively with families, especially in the early years, to involve them in their children's learning and development. 		

Report to Education, Sport and Leisure Committee

Date of Meeting: 20 June 2013

Subject: Education - Annual Governance Statement Action Plan

Report by: Head of Education

1.0 Purpose

- 1.1. All services will present their Governance Improvement Plan to the relevant service committee to provide assurance of actions agreed and to enable elected members to make the clear link to the service's business planning process.
- 1.2. This paper therefore provides the Education, Sport and Leisure Committee with an update on progress within the service's Education Annual Governance Statement process for 2011/12 following the annual governance challenge which took place in April 12.
- 1.3. Key issues identified as a result of this process are identified and an update is provided within the resulting Governance Improvement Plan 2012/2013.

2.0 Recommendations

The Education, Sport and Leisure Committee is asked to:

- 2.1. Note the process of the implementation of the Annual Governance Statement within the context of the Education Improvement Plan and provide comment and challenge as appropriate.
- 2.2. Note the intention to explicitly link Governance Improvement plans to service business plans for 2013/14

3.0 Introduction and background

- 3.1. In April 2011, the Scrutiny Committee agreed the process that the Council would take to move from the Statement of Internal Control for 2011 towards the issuing of a formal Governance Statement in March 2012.
- 3.2. The Local Code of Governance and the Governance Strategy were approved by the Council in March 2012 and set out vision, principles, objectives, actions and values which the Council will adhere to in order to ensure that there is a robust and effective governance framework in place and that the fundamental principles of good governance are embedded across services at every level.

- 3.3. The Council authorised the Governance Manager to establish the Governance Panel as a pre-requisite of the introduction of the Annual Governance Statement (AGS). The Governance Panels were established and operated for the first time in early 2012/13 financial year.
- 3.4. The Council was able to issue an Annual Governance Statement as part of the 2011/12 accounts.
- 3.5. As this was the first time this activity had been carried out for all services, the process will continue to be refined for 2012/13 and in future years.
- 3.6. This report is the first Governance Improvement Plan to be presented under the new Committee Structure. Future reports will be made as required.
- 3.7. This report confirms the results of the first Annual governance challenge for Education and provides details of the agreed actions resulting from the initial Governance Challenge session which took place in April 2012. The Action Plan provided is for information only and as confirmation of the outcomes of the first Governance challenge process.
- 3.8. A number of thematic questions were asked of each service with responses presented to a Governance Panel in April 2013.

The eight themes reported against are:

- Leadership
 - Relationships
 - Risk
 - Internal Compliance
 - Business Planning
 - External Compliance
 - Information to support decision-making
 - Evaluation & Review
- 3.9 The Governance Panel comprised of managers from other services and audit support. The role of the panel was to challenge any response where evidence was not apparent or had not been clearly articulated. In addition, a number of identified service-led actions were challenged to provide further clarification.

- 3.10 The Education Service’s Certificate of Assurance identified five key areas of risk. They were:
- Risk Management
 - Procurement
 - HR & Employee relations
 - Financial management and accountability
 - Communication

A copy of the Certificate of Assurance is attached at **Appendix A**

Information relating to actions taken to instigate specific improvements in some of these areas is attached at Appendix B. The Improvement Plan at **Appendix B** also provides information concerning service-specific actions.

- 3.11 The required improvements are allocated to a lead manager, progress reviewed and the improvement action included in the Service Business Plan. The Service Business plan will take into account the areas where improvement is required and identify there as a risk if warranted or as part of the service improvement objectives for the period covered by the business plan.
- 3.12 It is proposed to move the timing of the Governance Panels to earlier in the year, ideally to January/February so that the improvement actions can be incorporated earlier into the service business planning process for the following 12 month period.

4.0 Sustainability Implications

- 4.1. The paper has no sustainability implications with this report.

5.0 Resource Implications

5.1. *Financial Details*

The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

N/A on this occasion Yes No

- 5.2 Finance have been consulted and have agreed the financial implications as set out in the report.

N/A on this occasion Yes No

5.3 *Staffing*

There are no staffing implications arising from this report.

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No
N/A

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please tick)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

10.1 Clackmannanshire Council's Governance Strategy 2011 -2014.

8.0 Equalities Impact

8.1. Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

N/A on this occasion Yes No

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

N/A on this occasion Yes No

9.0 Legality

9.1. The purpose of the paper is to note progress within the governance plan for education.

10.0 Appendices

Appendix A: Certificate of Assurance 2012
Appendix B: Annual Governance Statement

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alan Milliken	Assistant Head of Education	01259 452432

Approved by

NAME	DESIGNATION	SIGNATURE
Belinda Greer	Head of Education	Signed : B Greer
Elaine McPherson	Chief Executive	Signed : E McPherson

**ANNUAL GOVERNANCE STATEMENT
ASSURANCE QUESTIONNAIRE
SERVICE : EDUCATION**

PROGRESS FROM AGS ASSURANCE PROCESS 2011-12					
Ref	AREA FOR IMPROVEMENT	ACTION TAKEN TO DATE (what / who/ why/ when?)	IMPACT	Risk Score	COMMENT
1	Risk Management	Julie-Anne Millier is now strategic lead . She will oversee risk training for other members of staff. Specific risk such as adverse weather have been assessed and work is to be done re impact of flooding		m	Need to ensure that other wider governance risks are identified and managed/mitigated. All examples from service were practical / school based - more emergency planning / business continuity
2	Procurement	Service has appointed a dedicated Procurement Officer to address some of the procurement issues		m	next step is for there to be a complete review of all service contracts to check renewal dates etc with a view to engaging in joint procurement exercises across both councils to streamline process and achieve cost benefits
3	HR & Employee Relations	HR advice source from single point (Stirling HR)	nature of shared service still causes issues re mechanisms / financial impacts re deployment of staff across authorities.	m	No challenge to service for wanting to make best use of available resources but current political mandate not clear as to deployment of staff across boundaries beyond mgt level means cumbersome mechanisms have to be deployed to ensure clarity as to governance arrangements. Service see this as hindrance
4	Financial Management & Accountability	Levels of authorisation have been reviewed. Assistant Heads of Education and Service Managers hold discrete budget responsibility with authorisation levels proportionate to their strategic lead. Authorisation of signatory forms now submitted. ESMT now in place ensuring accountability re budgets.	clearer lines of accountability for budget / more effective monitoring and control	m	As above
5	Communication	Regular meetings with NHS, Police, Social Services, Third Sector, Managers and staff. Weekly Briefings/written communication.	clearer lines of accountability for budget / more effective monitoring and control		Communication is clear and transparent at all levels throughout the service.



CERTIFICATE OF ASSURANCE

FOR THE ANNUAL GOVERNANCE STATEMENT
FOR YEAR ENDING 31 MARCH 2011

To: Director of Finance & Corporate Services
From: Head of Education

I am aware that you, as the Proper Officer in terms of section 95 of the Local Government (S) Act 1973 are responsible for ensuring that the financial management is adequate and effective and that the Council has a sound system of internal control which facilitates the effective exercise of the Council functions and which includes arrangements for the management of risk. Clackmannanshire Council's system of internal control is reviewed at least once in a year.

To assist you in that process, I confirm that I have considered the standard of internal controls in my area of responsibility. I can confirm that I have undertaken a review of the internal control arrangements in my area of responsibility.

As part of that review process I have completed an Assurance Questionnaire which evidences the controls and systems in place in relation to the following areas :

- Financial Management
- Major Investment
- Risk Management
- Business Planning
- Project Management
- Procurement
- Human resources
- Equality & diversity
- Health & Safety
- Fraud & Corruption
- Information Management
- Voluntary Organisations & Sponsored Bodies
- External Compliance
- Law & Regulation

The Assurance Questionnaire also evidences the systems, processes, culture and values in place to support the following :

- Effective leadership
- effective community engagement
- good stakeholder relationships
- clarity of roles, responsibilities and accountabilities

The assurance process has demonstrated that the shared service delivery model results in some risks as regards internal control systems. These risks stem primarily from the fact that the Shared Service operates within and is therefore accountable in respect of two distinct governance frameworks. This creates areas of risk as regards the following and you and the Chief Executive may wish to consider this when preparing the Governance Statement:

- risk management
- procurement
- HR & employee relations
- financial management & accountability
- communication

Apart from the above, I can confirm that controls in my area have been, and are, working well. There are, in my opinion, no other significant matters arising which would require to be raised specifically in the assurance you are required to give the Chief Executive

Certified by

Belinda Greer
Head of Service

Date: 28 June 2012

EDUCATION SERVICES ANNUAL GOVERNANCE STATEMENT ACTION PLAN
Progress at April 2013

PRINCIPLE	ACTION REQUIRED	PROGRESS
2. Relationships with Internal and External Stakeholders		
2.1 Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships and develops constructive accountability relationships. CIPFA Supporting Principle - Core 6	<ul style="list-style-type: none"> • Review levels of authorisation for staff • Authorised signatory forms to be submitted for staff • Service Managers to have clear areas of budget responsibility • Plan regular consultation with range of key stakeholders including parent council chairs 	<ul style="list-style-type: none"> • Levels of authorisation have been reviewed • Assistant Heads of Education and Service Managers hold discrete budget responsibility with authorisation levels proportionate to their strategic lead • Authorisation of signatory forms now submitted • ESMT now in place ensuring accountability re budgets • Three planned parent council meetings per academic session • Pupil Council meetings ongoing in most schools • Regular and planned meetings/consultation with parents/stakeholders of the new school at Redwell Site • Regular and planned meetings/consultation with parents/stakeholders on the Ladywell/St Serf’s consultation • Most schools undertake annual questionnaires/surveys to gain feedback on their quality of service from stakeholders (parents) • This is reported on in their annual Standards and Quality Report and informs School Improvement Planning • Authority Standards and Quality Report • Education Scotland Reports • HT Meetings • Link Officer Meetings • Performance visits using HGIOS and CATC
2.2 Ensuring relationships between the authority, the partners and the public are clear so that each knows what to expect of the other. CIPFA Supporting Principle - Core 2	<ul style="list-style-type: none"> • Business planning to be developed • Job profiles and remits to be finalised • Establish formal professional review and development procedures • Key meetings to be established to ensure effective communication • Use ICT more effectively to improve communication 	<ul style="list-style-type: none"> • Online weekly HT briefing established • Scheduled Business Meetings for ESMT (operational/strategic) • Scheduled regular meetings with Teacher Unions (LNCT) • Primary and Secondary Business Meetings established • Learning Community Meetings established • Beginning to formalise contracts for early years partnership provision and beginning partnership arrangements including review of procurement processes. This will include private providers of educational providers such as NHS Forth Valley and Wasp contract

PRINCIPLE	ACTION REQUIRED	PROGRESS
3. Risk Management		
3.1	Taking informed and transparent decisions which are subject to effective scrutiny and managing risk	<ul style="list-style-type: none"> • Establish regular meetings with Elected Members • Ensure clear and transparent reporting • Communicate risks effectively and that they are inherent in education practice
3.2	Ensuring that an effective risk management system is in place	<ul style="list-style-type: none"> • Meetings with Elected Members • Briefings for Elected Members • Written briefings for individual enquiries • Council and Committee Reports • Risk managed appropriately at school level • Separate governance arrangements potentially create risks around the infrastructure • Meetings/briefings/councillor enquiries/reports
		<ul style="list-style-type: none"> • Risk to be allocated to relevant officer • Establish regular reporting mechanisms regarding the management of risks • Officers to consider risk management as one of their strategic tasks • Staff to be trained and supported to actively manage risk • Staff to be made aware of their responsibilities as set out in the Scottish Government Fraud Policy Statement

PRINCIPLE	ACTION REQUIRED	PROGRESS
4. Internal Compliance and Accountability		
4.1	<p>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</p> <p>CIPFA Supporting Principle - Core 4</p>	<ul style="list-style-type: none"> • Establish effective mechanisms for recording decisions and the reason for decisions • Involving HTs in decision • LNCT/JCC • Schools performance is scrutinised by Education Officers • National costs per pupil • Occupancy levels • HMle Reports • Attainment data • Education is highly regulated and subject to informed challenge and scrutiny by Trade Unions • Size of school/class size • Appeals – exclusion • Placing requests • ScotXed returns • Class contact time • Provision ASN • GTC registered teacher • National T&C • Support from legal services <ul style="list-style-type: none"> ○ IT (data protection) ○ Health and Safety ○ Governance ○ HR • Finance involved in changes to scheme of devolved school management

PRINCIPLE	ACTION REQUIRED	PROGRESS
4. Internal Compliance and Accountability cont'd		
4.2	<p>Equality and Diversity</p> <ul style="list-style-type: none"> • A continuous training programme needs to be developed • Responsibility for equalities now aligned to an Education Officer, further training and support is provided on a needs driven basis 	<ul style="list-style-type: none"> • Julie Anne Miller is strategic lead. The Service is now in a position to advise schools on reporting protocols for Standards and Quality reporting 2013. This will include a breakdown on incidences of bullying/harassment/exclusion/attendance • Training will continue to be accessed on a needs led basis • GIRFEC Screening Group is a local support and challenge group at Primary and Secondary level. It meets twice a month. It is attended/ represented by senior managers from across Education Social Work, EPS, Health, Police and Youth Services. It communicates via Learning Communities. It measures impact of new initiatives and also monitors attendance, exclusion, flexible learning packages, LAC. This information is directed up to ESMT via Service Manager • Education submitted a combined report with Corporate Services to the EHRC
4.3	<p>Human Resources</p> <ul style="list-style-type: none"> • Align HR aspects in light of Shared Services 	<ul style="list-style-type: none"> • Assistant Heads of Education and HR aligning procedures within Education to ensure consistency of approach in all matters relating to HR • Maximising Attendance Policy has been rolled out across establishments and resources • LNCTs from each authority met to explore the development of joint LNCT agreements • Senior managers from Education and HR continue to work closely with HR colleagues to ensure HR procedures are followed within a shared service context • CPD bids submitted to CMT. Relevant training matched to need
4.4	<p>Information</p> <ul style="list-style-type: none"> • Tracking system to be established • Security guidance revised and understood by staff 	<ul style="list-style-type: none"> • Marie Louise O'Neill is strategic lead. Strict regulation through SEEMIS. • GSX boxes for electronic transfer of sensitive/personal data • Use of encrypted USB sticks • GIRFEC Data Sharing Protocols are now established across the Forth Valley

PRINCIPLE	ACTION REQUIRED	PROGRESS
<p>5. Planning and Performance Monitoring</p>		
<p>5.1 Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money. CIPFA Supporting Principle - Core 1</p>	<ul style="list-style-type: none"> • Develop approaches within overall business planning to take account of the Procurement Cap Scores • Staff remits have been aligned to ensure that this key priority is progressed 	<ul style="list-style-type: none"> • Assigning a link officer to each learning community who will support and challenge schools to improve performance in key areas • Continuing to engage with all secondary schools about their performance data and to begin to engage with primary schools on their attainment and ensure effective targeting of resources • Placing Request Policy and Reserved Places Policy have been approved at Committee • Exercise currently being undertaken to rationalise/prioritise services for 2013/14, 2014/15 to ensure outcomes continue to improve at a time of economic uncertainty • Income generation will be reviewed across the service • Implement Policy on Reserved Places and Placing Requests • GIRFEC service delivery model to be reviewed in partnership with Social Services • All heads of establishment are senior officers of the authority. As heads of establishment, they are best placed to take on the role as leaders of learning and teaching and for priority planning and improvement within their schools and that of their learning community. • DMR • Occupancy levels in schools are monitored • Quality assurance procedures and external scrutiny for Education Scotland provide evidence of establishment performance • GIRFEC screening group • ASN Audit • Early Years delivery model will be reviewed • The service will engage with the LDP to ensure sufficient education capacity • A review of ASD provision • Review of Learning Assistant Provision • A revised scheme of Devolved School Management has been approved by the Education Sport and Leisure Committee • Full review of Education budget including readjustment

PRINCIPLE	ACTION REQUIRED	PROGRESS
6. Review and Evaluation of Governance Arrangements		
6.1	<p>Governance structures and processes should be reviewed, evaluated and developed as part of an ongoing process of continuous improvement</p> <p>Governance Strategy</p>	<ul style="list-style-type: none"> • All senior education staff to be trained on Governance arrangements and their impact on service delivery • All Senior Managers including HTs undertook training including: <ul style="list-style-type: none"> ○ Managing Staff Absence/Improving attendance ○ Complaints training under new SG legislation ○ Planning for Adverse Weather Conditions • Further training in Governance Audit shared across Senior Education Team • Further training on Code of Conduct Policy/GTC guidelines • Further training of PRD process using staff competencies (teaching/non teaching staff) outlined by Clackmannanshire Council • Business plan and governance papers aligned with Corporate priorities, service and all actions require to be better linked to key outcomes

PRINCIPLE	ACTION REQUIRED	PROGRESS
7. External Compliance and Accountability		
7.1	Ensure external compliance and accountability	<ul style="list-style-type: none"> • Actions to be reviewed and progressed • Business planning in place. Progress being monitored and reported through Covalent <ul style="list-style-type: none"> • Lisa McCabe is the strategic lead. Business planning in place and reported on quarterly through Covalent. Information available to senior officers on Covalent • Senior officers completed individual priority planning exercise Dec 2012 • Business Planning will be reviewed within a shared service context • Procurement Officer now been appointed to streamline contracts at point of renewal

PRINCIPLE	ACTION REQUIRED	PROGRESS
8. Information Management to Support Informed Decision Making		
8.1	<p>Having good quality information, in relation to use of educational properties, advice and support to ensure that services are delivered effectively and are what the community wants/needs.</p> <p>CIPFA Supporting Principle - Core 4</p> <ul style="list-style-type: none"> • Establish protocols for this area • Facilities Management provide this service for the Education Service 	<ul style="list-style-type: none"> • Michael Boyle will liaise with Facilities Management to address current and future potential issues • Effective self evaluation strategies using National Measures HGIOS/CATC

CLACKMANNANSHIRE COUNCIL

Report to Education, Sport and Leisure Committee

Date of Meeting: 20 June 2013

Subject: Breakfast Clubs

Report by: Head of Education

1.0 Purpose

- 1.1. The purpose of this report is to inform members of the progress in implementing breakfast clubs in Clackmannanshire.

2.0 Recommendations

- 2.1. Members are asked to note the progress in implementing breakfast clubs and agree that schools should be encouraged to continue to promote breakfast clubs to parents and children and that regular reporting on uptake of breakfast should be included as part of the Education Service performance reporting.

3.0 Considerations

- 3.1. Following additional funding being made available as part of the Council's budget in February 2012, breakfast clubs were introduced in all schools in Clackmannanshire Council.
- 3.2. Breakfast clubs are open from 8.15am each day. Children are charged 50p per day with children entitled to free school meals receiving a free breakfast. Children can select from cereal, toast, fruit juice or a hot drink. They are supervised within the school dining area. After breakfast children are given an opportunity to take part in organised play sessions run by school learning assistants.
- 3.3. Breakfast clubs were established to promote social skills, positive behaviour and healthy eating. Evidence from the Scottish Government's commissioned research shows that attendance at breakfast clubs has the following benefits:
- 3.3.1 Provides a nutritious start to the day, which can lead to improved concentration
- 3.3.2 Improved pupil attendance
- 3.3.3 Reduces the frequency of arriving late for school

3.3.4 Impacts positively on behaviour

- 3.4 Headteachers in Clackmannanshire have also seen evidence of these positive benefits.
- 3.5 The average number of children attending breakfast clubs per day is 19. This varies from 34 in some schools to 10 in others. Details of the average uptake between August 2012 and March 2013 are contained in Appendix A.
- 3.6 The Education Service, through its link officers work closely with headteachers to promote breakfast clubs.
- 3.7 Information on uptake of breakfast clubs will be reported through the quarterly performance reports that are submitted to the Education, Sport and Leisure Committee.

4.0 Sustainability Implications

- 4.1. This report has no sustainability implications.

5.0 Resource Implications

- 5.1. Continued funding for breakfast clubs was approved as part of the 2013/14 revenue budget.
- 5.2 There are no financial implications Yes
- 5.3 Finance has been consulted and have agreed the financial implications as set out in the report. Yes

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing

The environment is protected and enhanced for all
The Council is effective, efficient and recognised for excellence

(2) **Council Policies**

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

Uptake of breakfast clubs August – March 2012-13 : Appendix A

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Michael Boyle	Education Business Manager	01259 452520

Approved by

NAME	DESIGNATION	SIGNATURE
Belinda Greer	Head of Education	Signed : B Greer
Elaine McPherson	Chief Executive	Signed : E McPherson

Breakfast Club Information

August - March 2012/13

School	Average Daily Uptake	School Roll	Uptake as % of Roll
Park PS	34	193	17.55%
St. Serf's PS	31	204	15.02%
Clackmannan PS	31	243	12.56%
Sunnyside PS	30	386	7.90%
Abercromby PS	27	426	6.28%
Tillicoultry PS	22	352	6.23%
Strathdevon PS	20	220	9.13%
Claremont PS	20	178	11.24%
Banchory PS	17	112	15.35%
Alva PS	17	305	5.55%
Deerpark PS	15	145	10.03%
St. Mungo's PS	13	91	14.80%
Coalsnaughton PS	13	62	21.60%
Menstrie PS	13	239	5.52%
St Bernadette's PS	13	87	14.74%
Muckhart PS	10	55	18.88%
Craigbank PS	10	226	4.52%
St John's PS	10	261	3.81%
Fishcross PS	9	76	11.97%

Report to Education, Sport and Leisure Committee

Date of Meeting: 20 June 2013

Subject: Community Sport Hubs in Clackmannanshire

Report by: Head of Education

1.0 Purpose

- 1.1. The purpose of this paper is to provide the Education, Sport and Leisure Committee with information about the national Community Sport Hub initiative which is being rolled out in Clackmannanshire and the opportunities that this provides for sports clubs and for residents.

2.0 Recommendations

- 2.1 It is recommended that the Education, Sport and Leisure Committee note and comment on the Community Sport Hub initiative in Clackmannanshire.

3.0 Considerations

- 3.1. The Community Sport Hub is a national initiative funded by sportscotland to increase participation in sport and physical activity with the following principles;
- Grow participation
 - Engage the Community
 - Encourage community leadership
 - Offer a range of sporting opportunities
 - Bring all appropriate partners/ groups/ people together

- 3.2. The Community Sport Hub initiative was launched nationally in 2010 by SportsScotland and exists in various formats across all 32 local authorities, approximately 60% are based in secondary schools. The initiative has been designed to challenge current behaviour and practice for the benefit of groups/clubs and individuals delivering sport. SportsScotland are supporting each local authority with funding, networking and sharing of ideas to meet the following outcomes;
- new ways of working
 - different thinking
 - community leadership
 - cultural change in sport
 - change face of Sports Development
- 3.3. In 2012 Clackmannanshire Council signed an agreement with SportsScotland to focus the Community Sport Hub resource on the three secondary schools. The initiative started in Clackmannanshire on January 2013 and will continue until March 2015. A part-time principal officer has been appointed to drive the aims of this initiative.
- 3.4. The principal officer Community Sport Hub is currently located in Lornshill Academy. In November 2012 Lornshill Academy's PE department changed to a Faculty of PE, Sport and Physical Activity. This change in school approach fits well with the aspirations of the Community Sport Hub. The Community Sport Hub will be extended to Alva Academy and Alloa Academy.
- 3.5. There is a well established and robust close working relationship between Active Schools, Primary PE, and Sports Development and together they will help achieve the outcomes of the Community Sport Hub. The Community Sport Hub has already acted as a catalyst to make stronger links between Facility Management, and the Hub members.
- 3.6. Existing users of Lornshill Academy have met several times under the facilitation of the principal officer Community Sport Hub and have formed a User Forum.
- 3.7. The principal officer Community Sport Hub will assist and guide the User Forum to;
- a sense of belonging for the user groups
 - developing coaches and volunteers
 - creating leadership opportunities
 - stronger school to club links
 - access to facilities
 - funding opportunities - other than Community Sport Hub

- 3.8 There is an operational budget attached to the Community Sport Hub initiative and it is driven by the needs of the User Forum. The operational budget will be used to create a brand for the Community Sport Hub marketing and promotion, equipment to support existing and new clubs/sports.
- 3.9 Pulling the user groups together and having the principal officer Community Sport Hub based at the school is proving to be successful.
- 3.10 Accountability for the funding is monitored by the Sportscotland partnership manager who sits on the steering group. There is a formal reporting system in place, led by Sportscotland.

4.0 Sustainability Implications

- 4.1. There are no sustainability implications

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. The funding is being used to increase the quality, quantity and range of activities accessible by local residents.

- 5.3. Funding of £150,000 from Sportscotland over next 3 years.

- 5.4. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

- 5.5. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

- 5.6. Staffing

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment

- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
 Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 none

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
 Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
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Alan Milliken	Assistant Head of Education	Tel: 01259 452459

Approved by

NAME	DESIGNATION	SIGNATURE
Belinda Greer	Head of Education	Signed: B Greer
Elaine McPherson	Chief Executive	Signed: E McPherson

Report to Education, Sport and Leisure Committee

Date of Meeting: 20 June 2013

Subject: Recognising achievement through a local Young Scot programme

Report by: Head of Education

1.0 Purpose

The purpose of this paper is to provide the Education, Sport and Leisure Committee with information on the local Young Scot programme and how it links with Clacks Youth Timebank, accreditation.

2.0 Recommendations

The Education, Sport and Leisure Committee is asked to:

- 2.1. Note and comment on the local development and use of the national Young Scot reward scheme to recognise young people's achievement.

3.0 Considerations

- 3.1. Young Scot is the national youth information and citizenship charity. It provides young people, aged 11- 26, with a wide range of information, ideas and incentives to help them become confident, informed and active citizens. The information is provided in a variety of formats, including books, magazines, online and telephone. The aim of the information provided is to enable young people to:
- Make informed decisions and choices
 - Turn their ideas into action
 - Take advantage of the opportunities available to them in Scotland and the rest of Europe
 - Have the confidence and knowledge to take their place as active citizens in their communities - locally, nationally and globally.
- 3.2. There has been a 9% increase in the number of young people with a Young Scot the past 6 months. Currently there are 4,738 young people in Clackmannanshire holding a Young Scot card.

- 3.3. There have been 2971 hits on the local Young Scot web pages from April 2011- March 2012.
- 3.4. Young people can obtain a range of local discounts through their Young Scot card. The service has also worked with local driving instructors to agree a fixed cost for driving lessons to young people with a Young Scot card.
- 3.5. Young Scot champions programme has been developed in Alloa Academy and Lornshill Academy. The aim of the Young Scot champions is to develop youth information services within the school; promoting programmes both within the school and the wider community. All Young Scot champions have been signed up for the Clackmannanshire Youth Timebank.
- 3.6. Young Scot national reward scheme was launched in 2011. Clackmannanshire Council signed up to participate in the scheme in 2012. The scheme enables young people to national reward points for positive participation in programmes e.g. sports, leisure, community events, achieving accreditation, participating in consultations, focus groups and conferences.
- 3.7. Young people collect points for achieving accreditation through Dynamic Youth Awards, Youth Achievement Awards, Saltire Awards, Duke of Edinburgh Awards and Participative Democracy. ASDAN (Award Scheme Development and Accreditation Network) short course accreditation will also lead to reward points.
- 3.8. Clackmannanshire Council's Youth Timebank was developed in 2006. More than 200 young people have had their volunteering recognised through the Youth Timebank. Time invested in volunteering can be converted to a range of rewards including social events, conferences and further learning opportunities.

4.0 Sustainability Implications

- 4.1. There are no additional sustainability implications.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. Staffing

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input type="checkbox"/>

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none". NONE

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

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Approved by

NAME	DESIGNATION	SIGNATURE
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**Motion to Education, Sport and Leisure Committee
Thursday 20th June 2013**

That the Education, Sports and Leisure Committee congratulates the players, staff and management of Alloa Athletic Football Club on their well deserved promotion to the first division of the Scottish Football League; acknowledges its excellent achievement of securing a second successive promotion which will see the team play in the first division for the first time in ten seasons; notes the hard work and success of the manager Paul Hartley; recognises the team for its hard work throughout the season, as well as their dedicated supporters; highly commends its Chairman and Board for their leadership; and wishes all those at the club continuing success for the future.



Councillor Ellen Forson
Education, Sport and Leisure Convenor

10 JUN 2013

